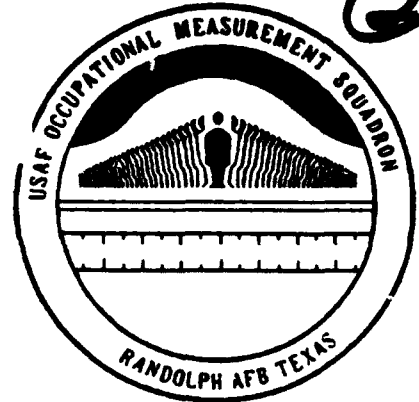




**AD-A273 857**



**UNITED STATES  
AIR FORCE**

93-30250

# **OCCUPATIONAL SURVEY REPORT**

**DTIC**  
DEC 15 1993

**SOCIAL ACTIONS CAREER LADDER AND UTILIZATION FIELD**

**AFSCs 36PX, 36PXA/B, 36P4, 3S1XX, AND 3S1XXA/B  
(FORMERLY AFSCs 7364, 7364A/B,  
7376, 734XX, AND 734XXA/B)**

**AFPT 90-734-924**

**NOVEMBER 1993**

**OCCUPATIONAL ANALYSIS PROGRAM  
USAF OCCUPATIONAL MEASUREMENT SQUADRON  
AIR EDUCATION and TRAINING COMMAND  
1550 5th STREET EAST  
RANDOLPH AFB, TEXAS 78150-4449**

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DISTRIBUTION FOR  
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	<u>OSR</u>	<u>ANL</u> <u>EXT</u>	<u>TNG</u> <u>EXT*</u>	<u>JOB</u> <u>INV</u>
AL/HRMM	2			
AL/HRTE	1		1 ea	
ANGRC/SE	1		1 ea	1
ARMY OCCUPATIONAL SURVEY BRANCH	1			
CCAF/AYX	1			
DEFENSE TECHNICAL INFORMATION CENTER	2			
DEOMI/DTC PATRICK AFB FL 32925	3	1	3 ea	3
HQ ACC/DPEA	3		3 ea	
HQ ACC/DPTTFF	3		3 ea	
HQ AETC/DPAE	3		3 ea	
HQ AETC/TTOEL	2		1 ea	
HQ AFC4A/RMPP	3		3 ea	
HQ AFIC/DPAT	3		3 ea	
HQ AFMC/DPUE	3		3 ea	
HQ AFMPC/DPMYCO3	2			
HQ AFMPC/DPMRA	1			
HQ AFSOC/DPAPT	3		3 ea	
HQ AFSPACECOM/DPAE	3		3 ea	
HQ AMC/DPAET	3		3 ea	
HQ ARPC/SCID	1		1 ea	1
HQ PACAF/DPAET	3		3 ea	
HQ USAF/DPCH	1		1 ea	
HQ USAF/DPPE	1			
HQ USAFE/DPAD	3		3 ea	
NODAC	1			
SAF/AAI	1			1
Standards Branch	1			
USAFOMS/OMDQ	1			
USAFOMS/OMYXL	10		5 ea	10
USMC	1			
1100 SPS/CC	1			
342 TTS/TOX 1220 TRUEMPER SUITE 1 LACKLAND AFB TX 78236-5546	5	2	3 ea	3
37 TTG/TTS 1000 MERCURY DRIVE LACKLAND AFB TX 78236-5717	1		1 ea	

\* A- and B-shred copies each

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## PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the Social Actions career field (AFSC 734X0A/B) and the Social Actions utilization field (AFSC 737X, 736X). The project was requested by 3270 TCHTS/TTZS to gather data that will help to (1) evaluate current training and (2) realign course structures with current training requirements. Authority for conducting occupational surveys is contained in AFR 35-2. Computer products upon which this report is based are available for use by operations and training personnel.

The survey instrument was developed by Captain Linda Sverdrup. Ms Lauri Odness analyzed the data and wrote the final report. Computer support for this project was provided by Mr Wayne Fruge. Administrative support was provided by Ms Linda McDonald. This report has been reviewed and approved for release by Mr Gerald R. Clow, Chief, Management Applications Section, Occupational Analysis Flight, USAF Occupational Measurement Squadron (USAFOMS).

Copies of this occupational survey report (OSR) are distributed to Air Staff sections, major commands, and other interested training management personnel (see distribution on page i). Additional copies and computer printouts from which this report was produced are available upon request to the USAF Occupational Analysis Flight (OMY), Randolph AFB, Texas 78150-4449.

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## SUMMARY OF RESULTS

**Survey Coverage:** Survey results are based on 367 Social Actions personnel. This represents 71 percent of the eligible population. Incumbents were surveyed across various major commands (MAJCOMs) and included A- and B-shred personnel, 73499/00, 7364, and 737X personnel.

**Job Structure:** A total of two clusters and two independent jobs were identified in the work structure analysis for all the enlisted and officer personnel. The Substance Abuse cluster and the Hospital Social Actions Liaison independent job members were strictly enlisted. Very little overlap between the two shreds was found, except in the Social Actions Managers independent job.

**Career Progression:** The 3- and 7-skill level personnel within the shreds are essentially performing the same technical tasks, relating to the specific shred. The 9-skill level Chief Enlisted Managers (CEM) and staff officers spent vast majority of their time performing administrative, personnel, and management related tasks.

**AFR 36-1 and 39-1 Specialty Descriptions:** The descriptions in both the 36-1 and 39-1 provide a broad and accurate view of the tasks and duties performed within the Social Actions field.

**Training Analysis:** A review of the training documents for both A- and B-shred personnel revealed several areas in the specialty training standard (STS), plan of instruction (POI), and Defense Equal Opportunity Management Institute (DEOMI) documents that are in need of review. Several STS and POI elements were not supported by OSR data. The analysis also reveals several elements that need review for possible proficiency code changes.

**Job Satisfaction:** Overall, respondents are generally satisfied with their jobs. Job interest and sense of accomplishment are rated slightly higher than utilization of training and talent. Job satisfaction within the sample is similar to or slightly higher when compared to other Combat Support Personnel.

**MAJCOM Analysis:** Analysis reflected no real differences among the MAJCOMs. The primary concentration of Social Actions personnel within the sample was in Air Combat Command (ACC).

**Implications:** The specialty jobs identified in this OSR were similar to the previous OSR. Areas of the STS and the POI for the B-shred course need review for possible proficiency code changes, deletions, and additions of tasks being trained. Training personnel for the A-shred, who are attending the DOD-required Equal Opportunity Course, should possibly cross reference performance elements in the STS with the Air Force-specific part of the POI. Other reviews should include tasks matched to the DEOMI POI that are low in percent members performing, training emphasis (TE), and task difficulty (TD) for possible deletions. Job satisfaction was positive for all personnel in this sample.

**OCCUPATIONAL SURVEY REPORT (OSR)  
SOCIAL ACTIONS CAREER LADDER AND UTILIZATION FIELD  
(AFSCs 734X0A/B AND 737X, 736X)**

**INTRODUCTION**

This report presents the results of an occupational survey of the Social Actions career ladder and utilization field completed by the Occupational Analysis Flight, USAF Occupational Measurement Squadron, in October 1993. A request to conduct this survey was made by 3290 TCHTG/TTZS and HQ AETC/TTOE. The previous survey was completed in the 1983-84 time frame. The intent of the present survey is to gather updated information about the career ladder and utilization field, and aid in the review of the Specialty Training Standards (STS), Plan of Instructions (POI), and the AFR 36-1 and 39-1 Specialty Descriptions.

**SURVEY METHODOLOGY**

**Inventory Development**

The data collection instrument for this occupational survey was USAF Job Inventory AFPT 90-734-924 dated March 1992. A task listing was prepared by the Inventory Developer after carefully reviewing task lists, current training documents and career and utilization field publications, and interviewing approximately 40 subject-matter experts (SMEs). Personnel in the following representative bases were interviewed: Lackland AFB (school, base-level, Alcohol Rehabilitation Center (ARC)), Patrick AFB (DEOMI), Eglin AFB (base-level, ARC), Tyndall AFB, Cannon AFB, Dyess AFB, and Hurlburt Field.

This process resulted in a final job inventory containing 709 tasks organized under 13 duty headings. Also included was a background section requesting such information as grade, time in service, job satisfaction, organizational area, education, and counseling hours.

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### Survey Administration

From May 1992 through September 1992, Military Personnel Flights at operational bases worldwide administered the inventory to all eligible DAFSC 734X0A/B, 737X, 736X, and 736XA/B personnel. Members eligible for the survey consisted of the total assigned population, excluding the following: (1) members retiring during the time inventories were administered to the field, (2) members in the job less than 6 weeks, and (3) members in the AFSC for less than 6 weeks. Participants were selected from a computer-generated mailing list.

Each individual who filled out an inventory booklet first completed an identification and biographical information section and then checked each task performed in their current job. Next, members rated these tasks on a 9-point scale showing relative time spent on each task compared to all other tasks checked. Ratings ranged from 1 (very small amount of time) to 9 (very large amount of time).

To determine relative percent time spent for each task checked by the respondent, all of the ratings are assumed to account for 100 percent of his or her time spent on the job. The rating for each task is divided by the sum of all the ratings then multiplied by 100 to provide a relative percentage of time for each task. This procedure provides the basis for comparing tasks in terms of both percent members performing and average relative percent time spent.

### Survey Sample

All eligible personnel were administered survey booklets. Table 1 displays survey respondents by DAFSC corresponding with the percent of assigned personnel as of May 1992. Table 2 shows distribution by paygrade. In addition, Table 3 displays survey respondents across MAJCOM groups. Percent of assigned is representative across the old MAJCOMs, and the percent of survey sample is representative with new MAJCOMs. As illustrated in these tables, the survey sample is representative. The 367 respondents in the final sample represent 71 percent of the eligible personnel.

### Task Factor Administration

Selected experienced personnel completed a second booklet in addition to the job inventory booklet. Personnel were asked to either fill out a training emphasis (TE) or task difficulty (TD) booklet. The TE and TD booklets are processed separately from the job inventories and provide task rating information that is used in a number of different analyses discussed in more detail in the following sections of this report.

**TABLE 1**  
**DAFSC DISTRIBUTION BY SURVEY SAMPLE**  
**AFSC 737X, 736X, 734X0**

<u>DAFSC</u>	<u>PERCENT OF ASSIGNED* (N=573)</u>	<u>PERCENT OF SAMPLE (N=367)</u>
737X	4	4
736X	13	11
734X0A	31	29
734X0B	48	50
73499/00	4	4

\* Assigned strength as of May 1992

NOTE: Columns may not add to 100 percent due to rounding

**TABLE 2**  
**PAYGRADE DISTRIBUTION OF SURVEY SAMPLE**  
**AFSC 731X, 736X, 734X0**

<u>PAYGRADE</u>	<u>PERCENT OF ASSIGNED*</u>	<u>PERCENT OF SAMPLE</u>
O-3	10	9
O-4	6	6
O-5	1	1
<hr/>		
E-4	7	8
E-5	26	27
E-6	28	26
E-7	17	19
E-8	3	3
E-9	2	2

Total Assigned\*: 573

Total Eligible for Survey\*\*: 513

Total in Sample: 367

Percent of Assigned in Sample: 64%

Percent of Eligible in Sample: 71%

\* Assigned strength as of May 1992

NOTE: Columns may not add to 100 percent due to rounding

TABLE 3

**COMMAND REPRESENTATION OF SURVEY SAMPLE  
AFSC 731X, 736X, 734X0**

<u>COMMAND</u>	<u>PERCENT OF ASSIGNED* (N=573)</u>	<u>COMMAND</u>	<u>PERCENT OF SAMPLE (N=367)</u>
USAFE	14	USAFE	16
PACAF	9	PACAF	7
AETC	12	AETC	15
SPACECOM	2	SPACECOM	3
AFSC	5	ACC	31
AFLC	5	AMC	16
MAC	14	AFMC	8
TAC	16	OTHER++	4
SAC	18		
OTHER+	5		

\* Assigned strength as of May 1992

Other+: USAFA, AFMPC, AFDW, AU, HQ USAF, AFRES, ESC, and ELM

Other++: USAFA, AFMPC, AU, HQ USAF, AFIC, ELM

NOTE: Columns may not add to 100 percent due to rounding

**Task Difficulty (TD).** Each individual who received a TD booklet was asked to rate all inventory tasks on a 9-point scale (from extremely low to extremely high) as to relative learning difficulty of each task. Difficulty is defined as the length of time required to learn to do the task. TD data were independently collected from 61 experienced 7-skill level personnel worldwide. A statistical measurement of rating agreement, known as the interrater reliability, indicated acceptable agreement among raters as to the learning difficulty of each task. Ratings were standardized so tasks have an average difficulty rating of 5.00, with a standard deviation of 1.00. The resulting data yield a rank ordering of tasks indicating the degree of difficulty of each task in the inventory.

**Training Emphasis (TE)** is a rating of which tasks require structured training for first-assignment and first-job personnel. Structured training is training provided by resident technical schools, field training detachments (FTDs), on-the-job training (OJT), or any other organized training method. Experienced officers (primarily senior captains and majors) and experienced enlisted personnel (primarily master sergeants and senior master sergeants) completing TE booklets were asked to rate tasks on a 10-point scale (from no TE to extremely high TE). Ratings were collected from 28 officers and 52 enlisted personnel. Each incumbent's ratings were compared to those of every other incumbent. Interrater reliability was calculated and found acceptable. The average TE rating for the Social Actions personnel is 2.34, with a standard deviation of 1.55. These data provide essentially a rank ordering of tasks, with the highest ratings perceived as most important for structural training.

TE ratings provide objective information that should be used along with percent members performing data, as well as TD data when making training decisions. Percent members performing data provide information on how many personnel perform the tasks; TE ratings provide insight on which tasks need training; while TD ratings tell how difficult the task is to learn. Using these factors in conjunction with appropriate training documents and directives, training personnel can tailor training programs to accurately reflect the needs of the user by more effectively determining when, where, and how to train.

### **Data Processing and Analysis**

Once job inventories are returned from the survey incumbents, task responses and background information are optically scanned and entered into a computer. Computer programs, using Comprehensive Occupational Data Analysis Program (CODAP) techniques, are then applied to the data. CODAP produces composite job descriptions for respondents based on their ratings of specific inventory tasks. These job descriptions provide information on percent members performing each task, relative average percent time spent on tasks, and a cumulative percent time spent by all members performing tasks in the inventory. In addition to the job descriptions, the program produces summaries that show how members of each group responded

to each background item. Background items aid in identifying characteristics of the group, such as DAFSCs represented, time in career field (TICF) or utilization field (TIUF), total active federal military service (TAFMS), experience in various work areas, job satisfaction, and hours spent in a counseling situation.

## **JOB STRUCTURE ANALYSIS**

### **Overview**

A key aspect of the USAF Occupational Analysis Program is to examine the job structure of a career ladder or utilization field. On the basis of incumbents' responses to survey questions, the tasks performed by the respondents are examined, and jobs are identified based on similarity of tasks and relative time spent performing the tasks. This analysis is based on what personnel are doing out in the field, based on their responses and not official career field or utilization field documentation. The resulting job structure is then compared to official documents to examine the accuracy and completeness and to gain an understanding of current utilization and career patterns.

An automated job clustering program is used to identify specialty jobs. This hierarchical grouping program is part of the CODAP system for job analysis. Each individual response to tasks performed and time spent on tasks is compared to every other individual's response, and a job description is produced. The automated system is designed to locate job descriptions that have similar tasks and time spent on tasks to produce a composite job description of individuals doing a job. When there is a substantial degree of similarity between jobs, they are grouped together and form a *cluster*. The jobs found to be dissimilar from jobs within a cluster are *independent jobs (IJ)*. In this way, the basic structure of a utilization or career field is described in terms of the jobs performed and their relationship to each other.

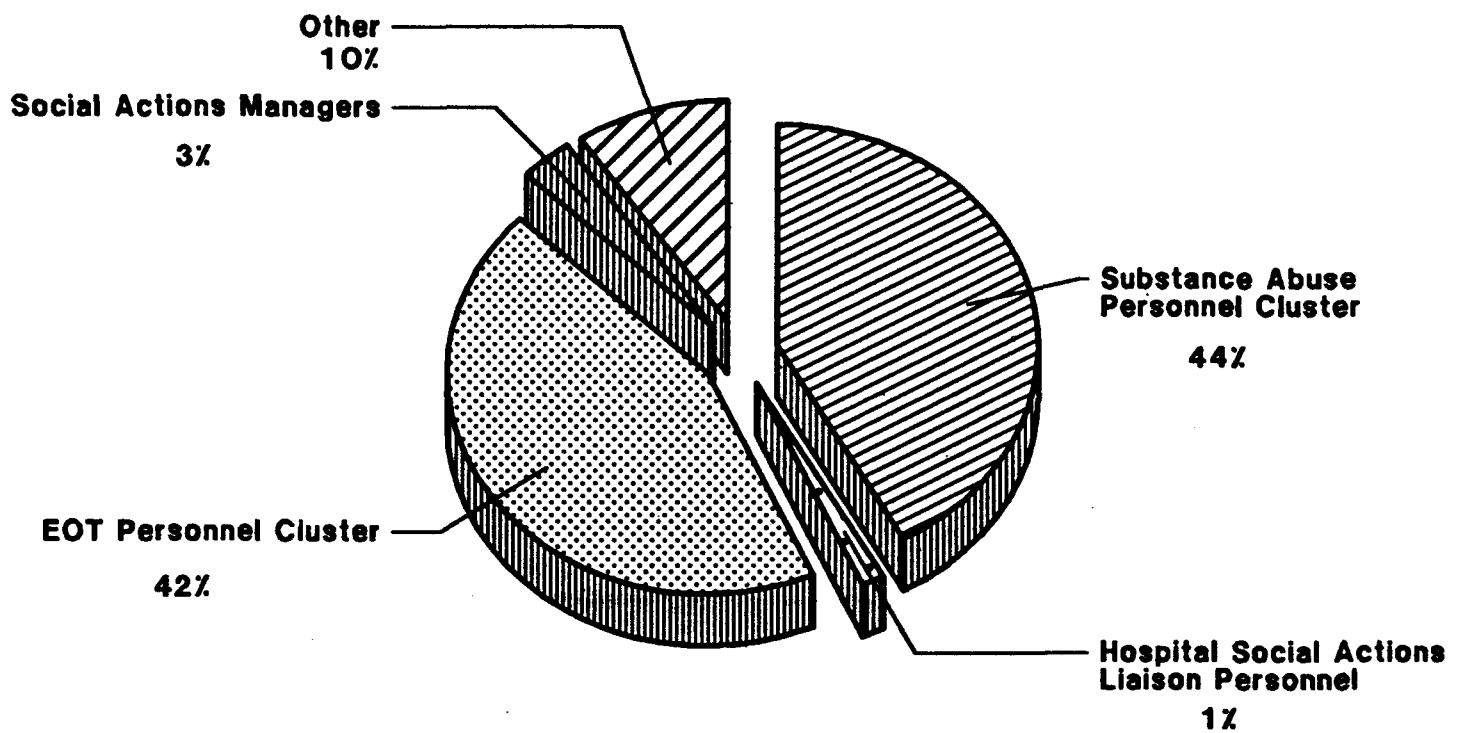
### **Job Structure**

The job structure was determined by performing a job type analysis of the 367 survey respondents from the 734X0 career field and the 736X, 737X utilization field. On the basis of task similarity and time spent, personnel grouped into two clusters with five jobs and two IJs (see Figure 1). These jobs are identified below. The number of personnel in each group (N) is also shown.

#### **I. SUBSTANCE ABUSE PERSONNEL CLUSTER (N=154)**

- A. Substance Abuse Chiefs (N=8)**
- B. Substance Abuse Counselors (N=144)**

# **Social Actions Utilization and Career Field Specialty Jobs (N= 367)**



**Figure 1**

**II. HOSPITAL SOCIAL ACTIONS LIAISON PERSONNEL  
INDEPENDENT JOB (N=5)**

**III. EQUAL OPPORTUNITY TECHNICAL (EOT) PERSONNEL  
CLUSTER (N=161)**

- A. EOT Staff Assistance Specialists (N=7)**
- B. EOT Counselors (N=141)**
- C. EOT Chiefs (N=7)**

**IV. SOCIAL ACTIONS MANAGERS INDEPENDENT JOB (N=12)**

Ninety percent of the total sample is included in the two clusters and two IJs. The remaining 10 percent of respondents were personnel whose task performance was too dissimilar to group with any other personnel in the survey sample.

**Job Structure Descriptions**

Brief descriptions of the two clusters and two IJs are presented below. In addition, Table 4 provides selected background information across these groups, while Appendix A lists common tasks performed by incumbents in these groups.

**I. SUBSTANCE ABUSE PERSONNEL CLUSTER (N=154).** The Substance Abuse Personnel cluster had 154 members, which accounted for 42 percent of the survey sample. All the members were 734X0B, with 39 percent being E-5; 29 percent E-6; 18 percent E-4; and 14 percent E-7. The personnel were spending a great deal of time involved in client relations with Social Actions programs relating to either drug or alcohol abuse and education. Representative tasks are:

- Complete AF Forms 2746, 2740, 2745, 2731
- Counsel clients or patients in substance abuse program  
in group session
- Log substance abuse-related incidents
- Conduct initial evaluation for substance abuse clients

Two jobs were identified within this cluster. Personnel in one of the jobs were responsible for counseling substance abuse patients and promoting programs. Personnel found in the other job performed more administrative and supervisory related tasks. One hundred forty-four personnel found in the Substance Abuse Counselor job perform an average of 189 tasks and were involved in evaluation and treatment, counseling an average of 6 patients individually and 4 in



TABLE 4

## SELECTED BACKGROUND DATA FOR SPECIALTY JOBS

	SUBSTANCE ABUSE PERSONNEL <u>CLUSTER</u>	HOSPITAL SOCIAL ACTIONS LIAISON <u>PERSONNEL</u>	EOT PERSONNEL <u>CLUSTER</u>	SOCIAL ACTIONS <u>MANAGERS</u>
NUMBER IN GROUP	154	5	161	12
PERCENT OF SAMPLE	42%	1%	44%	3%
PERCENT IN CONUS	75%	100%	71%	83%
<u>DAFSC DISTRIBUTION</u>				
734X0A	2%	80%	60%	17%
734X0B	97%	20%	8%	25%
73400	0%	0%	4%	17%
73499	1%	0%	2%	17%
7364	0%	0%	16%	0%
7364A	0%	0%	1%	0%
7364B	0%	0%	2%	0%
737X	0%	0%	6%	25%
<u>PREDOMINANT PAYGRADES</u>				
AVERAGE TIUF/TICF(MOS)	E-5	E-5	E-6/O-3	E-8
AVERAGE TAFMS (MOS)	77	114	77/93	154
	151	168	186	235
<u>AVERAGE NUMBER OF PERSONS SUPERVISED</u>				
AVERAGE NUMBER OF TASKS PERFORMED	2	1	3	2
	180	72	260	130

group sessions. The second job, Substance Abuse Chiefs, was involved in control of documentation and administrative tasks. The members of this group performed an average of 50 tasks and supervised an average of 2 personnel.

**II. HOSPITAL SOCIAL ACTIONS LIAISON PERSONNEL II (N=5).** The 5 personnel in this II account for 1 percent of the survey sample and perform an average of 72 tasks. Three of the members were E-5, with the remaining two holding E-6 and E-7 grade, with all having AFSC 734X0B. The five members are located in a hospital setting and work with medical personnel, patients in the ARC and the wards, plus counseling family members. Personnel in this job also spent a small amount of time (13 percent) performing EOT, Human Relations, and Substance Abuse general functions. An average of six patients were counseled in individual sessions and an average of seven in a group setting. Representative tasks are:

- Counsel clients or patients in substance abuse programs  
in individual sessions
- Conduct ARC patient or client follow-up
- Perform ARC intake interview
- Coordinate entry of personnel into ARCs with medical  
personnel

**III. EQUAL OPPORTUNITY TECHNICAL (EOT) PERSONNEL CLUSTER (N=161).** The 161 personnel represent 44 percent of the total survey sample. These personnel perform an average of 260 tasks relating to EOT functions, complaints processing and incidents reporting procedures, and spending time performing staff assistance visits. Fifty-nine percent were 734X0A, with the remaining 41 percent divided among other career field (16 percent) and utilization field (25 percent) Social Actions AFSC. The predominant officer paygrade was O-3, with the enlisted grade E-6/7. Representative tasks are:

- Advise commanders on results of EOT complaints
- Conduct SAV in-briefing
- Analyze results of SAV interviews
- Interview individuals who have knowledge of EOT  
complaints, other than the complainants

Three jobs were identified within this cluster. Members of one job were identified as EOT Staff Assistance Specialists. The two officers and five enlisted personnel spent an average of 29 percent of their time on SAV activities and 10 percent on Drug Testing Programs. EOT Counselors is a job with 141 members spending their time processing EOT complaints, performing EOT counseling, and promoting special observance celebrations. The last job in this

cluster, EOT Chiefs, represented by higher ranking personnel (E-9, O-3, O-4), supervised an average of five and divided their time between administrative and management tasks (27 percent) and EOT-related tasks (16 percent).

IV. SOCIAL ACTIONS MANAGERS IJ (N=12). This IJ accounts for 3 percent of the survey sample. All 12 members were located at HQ MAJCOM level. The nine enlisted personnel and three officers spent 57 percent of their time performing administrative and management related tasks. They were responsible for drafting and writing MAJCOM directives and supplement to USAF directives; they were also coordinating manning and personnel assignments. All three officers were DAFSC 7376, with three enlisted members being 734X0B and the remaining six being 73499, 73400, 734X0A. Members performed an average of 130 tasks. Representative tasks are:

- Develop program plans or schedule
- Draft or write MAJCOM directives
- Coordinate allocation of manning with manpower personnel
- Draft or write policy letters

#### Comparison of Specialty Jobs

The Social Actions career ladder and utilization field have well-defined jobs, and there is very little overlap between shreds, except in the Social Actions Managers job that has both As and Bs. The officers and enlisted personnel were performing the same tasks in the EOT cluster and Social Actions Managers job, while the Substance Abuse cluster and Hospital Social Actions Liaison Personnel positions were strictly enlisted personnel jobs. Generally, members of the senior rank enlisted and officers are performing more administrative and management tasks than the junior ranks who were doing the counseling and EOT functions. Table 5 displays the relative amount of time spent across each of the 13 duties for each of the groups.

#### Comparison of Current Specialty Jobs With the 1984 Survey

The results of this specialty job analysis were compared to the OSR, AFPT 90-73X-519, Social Actions career ladder and utilization field, dated October 1984. After making comparisons of the jobs identified in the 1984 survey with the current jobs, it was determined that all jobs but one, Technical Training Instructors, could be linked with similar tasks performed by the 1992 sample group. The Technical Training Instructors was not a distinct job in the 1992 study. All the clusters, jobs within the clusters, and IJs performed training-related tasks.

TABLE 5

## AVERAGE PERCENT TIME SPENT ON DUTIES BY SPECIALTY JOBS

DUTIES	SUBSTANCE ABUSE PERSONNEL CLUSTER (N=154)		HOSPITAL SOCIAL ACTIONS LIAISON PERSONNEL (N=5)		EOT PERSONNEL CLUSTER (N=161)		SOCIAL ACTIONS MANAGERS (N=12)	
A ADMINISTRATION AND MANAGEMENT PERSONNEL	19	18			21		57	
B INSPECTION AND EVALUATION	3	1			5		10	
C TRAINING	2	-			2		7	
D EOT, HUMAN RELATIONS, OR SUBSTANCE ABUSE GENERAL FUNCTIONS	12	10			10		7	
E STAFF ASSISTANCE VISITS (SAV) ACTIVITIES	11	13			6		6	
F SUBSTANCE ABUSE CERTIFICATION AND RECERTIFICATION	3	-			16		1	
G EOT FUNCTIONS, COMPLAINT PROCESSING, OR INCIDENTS REPORTING PROCEDURES	1	-			-		3	
H SPECIAL OBSERVANCE FUNCTIONS	1	-			22		5	
I CLIMATE ASSESSMENT FUNCTIONS	1	-			3		1	
J SUBSTANCE ABUSE EVALUATION, TREATMENT, AND COUNSELING FUNCTIONS	1	-			8		1	
K SUBSTANCE ABUSE CONTROL DOCUMENTATION FUNCTIONS	25	54			3		-	
L DRUG TESTING PROGRAM	14	2			1		-	
M	9	-			4		1	

- Indicates less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

## **ANALYSIS OF DAFSC GROUPS**

An examination of DAFSC groups, along with the analysis of specialty jobs, is an important part of each occupational analysis. The DAFSC analysis reveals similarities and differences among skill levels and shreds based on tasks performed and relative time spent on particular duties. This information is then used to determine whether personnel are accurately utilized according to the AFR 36-1 and 39-1 Specialty Descriptions.

A few common tasks that were general in nature were performed by all members, with very distinct differences found between the A and B shred. Therefore, no comparisons will be made between the two shreds, with this section focusing on differences within the shred as to skill level and officer and enlisted differences.

Table 6 presents the relative percent time spent in each duty across DAFSC groups. This table illustrates the pattern of career progression for enlisted personnel, where more time is spent performing administrative and management tasks as they progress to the 9- and CEM-level. As shown, all DAFSC groups spent approximately 20 percent of their time performing general administrative and management tasks.

### **Tasks Performed at All Skill Levels**

As mentioned earlier, there are some tasks that were performed by personnel in all skill levels. These tasks are listed in Table 7. Notice they are general in nature and do not necessarily relate to either EOT or substance abuse functions.

### **Comparisons Between Officers and Enlisted Personnel**

Basically, officers and enlisted personnel in the Social Actions career ladder and utilization field are performing similar tasks, with relatively slight differences. Officers are performing more administrative and management tasks related to approving leave schedules, budgeting, and setting work priorities. The enlisted personnel are performing more technical tasks related to substance abuse than the officers. Table 8 illustrates task differences between officers and enlisted personnel.

### **Shred Descriptions**

**A Shred.** A comparison of duties and tasks performed between 3- and 7-skill level personnel indicated task performance was essentially the same, and they will be discussed together. The 107 3- and 7-skill level 734X0A personnel are 29 percent of the survey and perform an average of 189 tasks. The members of this group are devoting a large amount of their time to EOT functions relating to incidents and complaints processing. Some of the remaining time is spent performing

TABLE 6

AVERAGE PERCENT TIME SPENT PERFORMING DUTIES BY  
737X, 736X, 734X0A, AND 734X0B DAFSC PERSONNEL

DUTIES	DAFSC 737X (N=14)	DAFSC 736X (N=38)	DAFSC 734X0A (N=107)	DAFSC 734X0B (N=184)	DAFSC 73499/00 (N=15)
A ADMINISTRATION AND MANAGEMENT PERSONNEL	29	31	22	20	39
B INSPECTION AND EVALUATION	10	8	3	3	7
C TRAINING	4	4	2	2	4
D EOT, HUMAN RELATIONS, OR SUBSTANCE ABUSE GENERAL FUNCTIONS	11	10	10	12	7
E STAFF ASSISTANCE VISITS (SAV) ACTIVITIES	6	5	6	11	5
F SUBSTANCE ABUSE CERTIFICATION AND RECERTIFICATION	6	8	18	3	9
G EOT FUNCTIONS, COMPLAINT PROCESSING, OR INCIDENTS REPORTING PROCEDURES	1	1	-	2	1
H SPECIAL OBSERVANCE FUNCTIONS	13	13	24	2	11
I CLIMATE ASSESSMENT FUNCTIONS	2	2	4	-	1
J SUBSTANCE ABUSE EVALUATION, TREATMENT, AND COUNSELING FUNCTIONS	5	4	9	1	5
K SUBSTANCE ABUSE CONTROL DOCUMENTATION FUNCTIONS	4	4	-	23	4
L DRUG TESTING PROGRAM	2	2	-	12	1
M	7	8	2	8	5

- Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE 7

TASKS PERFORMED BY GREATER THAN 50 PERCENT  
OF DAFSC 73XX AND 73XXX PERSONNEL  
(N=367)

<u>TASKS</u>		<u>PERCENT MEMBERS PERFORMING</u>
A1	Advise commanders or staff agency personnel on matters, such as capabilities, procedures, or programs	84
E339	Answer telephone questions on general substance abuse or EOT-related issues	84
A145	Type or word process correspondence, case notes, studies, reports, or forms	83
A36	Conduct informal briefings	81
A35	Conduct formal briefings	80
A124	Read technical publications, such as magazines, reports bulletins, or crossfeed information	79
A119	Prepare informal briefings	78
A113	Participate in social action-related meetings, conferences, or working groups	77
E370	Review security police blotters	74
A123	Proofread correspondence, forms, reports, or studies	72
A38	Conduct social actions-related meetings, conferences, or working groups	72
A114	Participate in staff or planning meetings	70
D284	Develop or revise lesson plans	70
A70	Draft or write memoranda for record (MFRs)	66
E368	Review DD Forms 1569 (Incident/Complaint Report)	64
E352	Deliver or retrieve documents or products to or from mental health, legal, CBPO, or other agencies	59

TABLE 8

**REPRESENTATIVE TASK DIFFERENCES BETWEEN  
OFFICER AND ENLISTED PERSONNEL  
(PERCENT MEMBERS PERFORMING)**

<u>TASKS</u>		<u>DAFSC 73XX (N=55)</u>	<u>DAFSC 73XXX (N=312)</u>	<u>DIFFERENCE</u>
D241	Approve or disapprove lesson plans	82	14	68
B152	Assign additional duties	82	21	61
A10	Approve or disapprove leave schedules	87	27	60
A2	Allocate funds	82	26	56
B149	Approve or disapprove leave requests	84	28	56
A58	Develop budgets or budget estimates	76	23	52
A7	Approve or disapprove budget guidelines	64	11	53
B165	Determine work priorities	82	31	51
<hr/>				
L642	Input or update client data into automated personnel data system (APDS)	11	49	38
L639	Document attendance of clients at substance abuse seminars in attendance logs	9	47	38
K573	Conduct ARC patient or client follow-ups	7	42	35
K594	Counsel clients or patients in substance abuse programs in group sessions	18	52	34
L638	Coordinate entrance of personnel in SART programs or correction of APDS data with CBPO personnel	15	48	33
K601	Dispose of dead case files	16	48	32
K620	Records minutes of ICMs	16	48	32
K629	Update or revise clients' or ARC patients' survival plans	4	35	31



administration and management (22 percent) and tasks related to SAVs (18 percent), including conducting, interviewing, and developing SAV plans. Average TICF for this group is 6 years. Within the sample, only a small number of 7364A personnel were included and will not be discussed. Tasks performed by this group are included in Table 9.

*B Shred.* The 73430B and 73470B jobs are similar and will be discussed together. This group included 184 members or 50 percent of the survey sample and performed an average of 180 tasks. A wide range of alcohol- and drug-specific tasks are performed by these personnel, with a small amount of administrative and management-related tasks. Average TICF was 7 years.

The 6 members of the 7364B group account for 2 percent of the survey sample and performed an average of 169 tasks. Thirty-four percent of their time is spent on administrative and management tasks. The officers in this group were spending more time on drug testing than their enlisted counterpart B-shred personnel. Another difference was found between officers and enlisted personnel, in that officers were performing fewer substance abuse tasks than their enlisted counterpart. Average TICF was 4 years. Representative tasks performed by both enlisted and officer B-shred are found in Table 10.

*DAFSC 73499/00 Descriptions.* Due to the small numbers in each group (73499 N=7; 73400 N=8), these groups were combined to form a composite job description. The 15 members of this group accounted for 4 percent of the survey sample and performed an average of 205 tasks. The largest amount of time is spent performing administrative and management tasks. Representative tasks performed by the 9-skill and CEM-level personnel are shown in Table 11.

*DAFSC 7364 Description.* The 31 DAFSC 7364 personnel account for 8 percent of the survey sample and perform an average of 282 tasks. Thirty-one percent of this group spent time performing administrative-related tasks, with 13 percent performing EOT-related functions. This group performs review on EOT-related forms, complaint reports, and investigation clarification. Average TIUF is 5 years. Table 12 shows representative tasks.

*DAFSC 737X Description.* The staff officer group consists of 14 members and accounts for 4 percent of the survey sample. As expected, the majority of their time (29 percent) is spent on administrative and management tasks. Tasks related to EOT functions occupy 13 percent of their time, and training 11 percent. An average of 282 tasks was performed, with the average TIUF of 9 years. Representative tasks are located in Table 13.

**TABLE 9**  
**REPRESENTATIVE TASKS PERFORMED BY**  
**A-SHRED OFFICERS AND ENLISTED PERSONNEL**  
**(PERCENT MEMBERS PERFORMING)**

<u><b>TASKS</b></u>	<b>PERCENT MEMBERS PERFORMING (N=108)</b>
A124 Read technical publications, such as magazines, reports bulletins, or crossfeed information	88
H453 Annotate AF Forms 1587 (EOT Complaint Summary)	87
H474 Draft or write EOT complaint clarification reports	87
F380 Administer SAV survey questionnaires	87
H458 Compile information related to EOT complaint clarifications	86
A36 Conduct informal briefings	85
F404 Document results of SAV interviews	85
F388 Compare survey questionnaire results with results of SAV interviews	84
F402 Distribute SAV survey questionnaires	84
F384 Analyze results of SAV surveys	83
F390 Conduct individual interviews of personnel during SAVs	82
D253 Conduct first duty section human relations orientations	82
H484 Interview individuals who have knowledge of EOT incidents, other than complainants	81

TABLE 10

**REPRESENTATIVE TASKS PERFORMED BY  
B-SHRED OFFICERS AND ENLISTED PERSONNEL  
(PERCENT MEMBERS PERFORMING)**

<b><u>TASKS</u></b>	<b>PERCENT MEMBERS PERFORMING (N=190)</b>
L632 Complete AF Form 2732 (Substance Abuse Reorientation and Treatment Program Appointment Schedule)	86
L634 Complete or document AF Forms 2740 (Substance Abuse Reorientation and Treatment Program Evaluation)	86
K571 Brief supervisors, first sergeants, or commanders on substance abuse treatment programs or procedures	85
K574 Conduct ICMs on possible treatment programs for personnel identified as alcohol dependents or abusers	84
K562 Advise commanders, first sergeants, or supervisors on progress or problems of clients	84
K576 Conduct initial evaluation for substance abuse clients	83
L644 Review AF Form 2731 (Substance Abuse Reorientation and Treatment Program Dispositions)	83
L641 Establish individual client substance abuse case files	83
L636 Complete or document AF Forms 2746 (Substance Abuse Reorientation and Treatment Program Case Notes)	83
K594 Counsel clients or patients in substance abuse programs in group sessions	81
K568 Brief clients on mandatory requirements of local social actions alcoholism treatment programs	81
L647 Review AF Form 2746 (Substance Abuse Reorientation and Treatment Program Case Notes)	79
A1 Advise commanders or staff agency personnel on matters, such as capabilities, procedures, or programs	79
L642 Input or update client data into automated personnel data system (APDS)	79

**TABLE 11**  
**REPRESENTATIVE TASKS PERFORMED BY**  
**73499/00 PERSONNEL**

<b><u>TASKS</u></b>	<b>PERCENT MEMBERS PERFORMING (N=15)</b>
A36 Conduct formal briefings	93
A38 Conduct social actions-related meetings, conferences, or working groups	93
A123 Proofread correspondence, forms, reports, or studies	87
A70 Draft or write memoranda for records (MFRs)	87
A43 Coordinate correspondence, reports, or studies with chain of commands	87
A113 Participate in social actions-related meetings, such as conferences or working groups	87
A15 Approve or disapprove point, position, or talking papers	80
A133 Review incoming distribution	80
A29 Assign workload assignments	80
A17 Approve or disapprove requisitions for equipment or supplies	73
B165 Determine work priorities for subordinates	73
A9 Approve or disapprove duty schedules	67
A16 Approve or disapprove policy letters	67

**TABLE 12**  
**REPRESENTATIVE TASKS PERFORMED BY**  
**7364 PERSONNEL**

<b><u>TASKS</u></b>	<b>PERCENT MEMBERS PERFORMING (N=31)</b>
A133 Review incoming distribution	90
H492 Review client statements of EOT complaints	87
M697 Resolve complaints or problems on drug test programs	87
H491 Review AF Forms 1587 (EOT Complaint Summary)	87
A5 Approve or disapprove administrative procedures, such as office files plans or forms management programs	84
H495 Review EOT inquiry or investigate reports	84
H496 Review legal personnel evaluations of EOT complaint clarifications, reports or inquiry, or investigations	84
A141 Schedule meetings, conferences, workshops, tours, or appointments	81
H441 Advise base commanders and staff judge advocates of alleged discrimination complaints	81
C213 Conduct self-inspections	81
A2 Allocate funds	81
C236 Maintain self-inspection books or checklists	81
A7 Approve or disapprove budget guidelines	68

**TABLE 13**  
**REPRESENTATIVE TASKS PERFORMED BY**  
**737X PERSONNEL**

<b><u>TASKS</u></b>	<b>PERCENT MEMBERS PERFORMING (N=14)</b>
A132 Review correspondence, reports, or studies for content	100
A114 Participate in staff or planning meetings	93
E339 Answer telephone questions on general substance abuse or EOT-related issues	93
A119 Prepare informal briefings	93
B165 Determine work priorities for subordinates	93
B149 Approve or disapprove leave requests	93
A118 Prepare formal briefings	92
C223 Evaluate drug or alcohol abuse rehabilitation programs	86
J525 Advise commanders of results of climate assessment evaluations	86
A81 Draft or write staff studies or staff summaries	86
A74 Draft or write point, position, or talking papers	86
H494 Review commanders' action on reports of EOT clarifications, inquiries, or investigations	86
D241 Approve or disapprove lesson plans	79

### Summary

As expected, the A- and B-shred personnel at the 3- and 7-skill levels are mainly performing the technical tasks related to their shred. Only slight differences were found between the officers and enlisted within the shred. As personnel progressed to the 9-, CEM, and staff officer level, their jobs became more oriented to performing administrative, personnel-related, and management tasks.

### **COMPARISON OF SURVEY DATA TO AFR 36-1 AND AFR 39-1 SPECIALTY DESCRIPTIONS**

The results of the DAFSC and job structure analysis were compared with the AFR 36-1 Specialty Descriptions, dated April 91, for the DAFSCs 73430, 73470, 73499, and 73400. Also, survey data for 736X and 737X were compared with the AFR 39-1 Specialty Description, dated January 1989. The descriptions in AFR 36-1 and 39-1, in broad terms, reflect the tasks and duties performed by members of these groups.

#### AFR 39-1 Specialty Descriptions

Overall the AFR 39-1 Specialty Descriptions duties and responsibilities of personnel in DAFSCs 73430, 73470, 73400, and 73499 were accurately reflected in the survey findings. Both the A- and B-shred of DAFSC 734X0 personnel were also depicted accurately.

#### AFR 36-1 Specialty Descriptions

The description for both the 764X and 737X accurately depicts the administrative and monitoring and assessing and advising duties of these officers. The officers were performing a few technical tasks that were depicted in general terms in AFR 36-1.

### **1-48 MONTHS IN TICF/TIUF PERSONNEL**

An analysis of the jobs performed by personnel in the 1-48 months' TICF or TIUF group is important. This group is the population target for a formal training program. Since the basic residence course is attended by both officer and enlisted personnel, and they are performing similar jobs, they have been combined to produce one job description for each of the shreds.

**1-48 Months A-Shred Personnel.** The 24 personnel in this group are performing tasks typical of the EOT shred. Twenty percent of their time is spent performing various interviews and briefings related to SAV functions, with 24 percent on EOT program documentation. Representative tasks for the A-shred are:

- Analyze results of SAV interviews
- Assemble SAV packages
- Advise complainants on alternate complaint channels

**1-48 Months B-Shred Personnel.** The 46 officers and enlisted personnel in this group perform tasks related to substance abuse control; they are conducting group and individual counseling. Twenty-three percent of their time is spent on evaluation and documentation of drug and alcohol programs, with 14 percent on training. Typical tasks performed by B-shred personnel are:

- Conduct first duty station substance abuse orientation
- Input or update client data into the SART program
- Conduct initial evaluation for substance abuse clients

**1-48 Months 736X Personnel.** The eight personnel in this group include in their duty's tasks related to reviewing operational instructions, lesson plans, and correspondence. Representative tasks for DAFSC 736X 1-48 months are:

- Maintain self-inspection books or checklists
- Schedule seminars or classes
- Review lesson plans

**1-48 Months 737X TIUF Personnel.** Only 2 of the 14 767X fell in the 1-48 TIUF for the 737X personnel. As expected, they spent their time performing administrative- and management-related tasks, with a small amount of time spent on inspection and evaluation. Representative tasks are:

- Direct unit preparation for inspections or evaluations
- Develop inspection checklist
- Indorse correspondences, reports, or studies



## **TRAINING ANALYSIS**

Occupational survey data provide one of several sources of information that can be used to make training programs pertinent and meaningful to students. The types of occupational survey information that are most commonly used include: (1) TICF (1-48 months) personnel percent members performing tasks covered in the job inventory, (2) the ratings of emphasis that should be placed on tasks for training, and (3) the ratings of learning difficulty placed on tasks. These data can be used in examining training documents, such as the STS and POI. To aid in the examination of the B-shred resident course training documents, personnel at the Substance and Drug Abuse school, located at Lackland AFB, matched job inventory tasks to appropriate sections of the STS and POI. Training personnel at DEOMI for the EOT course also matched training documents. With these matchings, comparisons of survey data to the training documents were accomplished. A complete computer listing displaying percent members performing, TE, TD, and Automated Training Indicators (ATI) ratings for each task, along with STS and POI matchings, will be forwarded to both schools for a further detailed review of training documents. A summary of this information is presented below.

### **TE and TD Data**

TE and TD are two factors that can assist technical school personnel in deciding what tasks should be emphasized in entry-level training. These ratings are based on the judgment of senior SMEs at operational units in the field. A rank ordering is provided of those tasks in the job inventory considered important for training of first-job personnel for A- and B-shred (see Table 14 for top rated TE tasks). In addition, a measurement of the difficulty of the job inventory tasks is provided (see Table 15 for top rated TD tasks). When combined with percent members performing, comparisons can be made to determine if changes in training are necessary.

While reviewing this section of the report, note those tasks receiving moderate to high percent members performing and high in both task factors that may warrant resident training. Those tasks receiving high task factor ratings, but low percent members performing, may be more appropriately planned for OJT programs within the career field. Low task factor ratings may highlight tasks best omitted from the formal training program. Training decisions are not only weighed against these factors, but should be influenced by many other considerations, including command concerns and criticality of the task.

To assist training personnel, USAFOMS has developed a computer program that incorporates these secondary factors and the percentage of first-job personnel performing each task to produce an ATI for each task. These indicators correspond to training decisions listed and defined in the Training Decision Logic Table found in Attachment 1, ACR 52-22, and allow course personnel to quickly focus their attention on those tasks that are most likely to qualify for A- or B-shred course considerations. Various lists of tasks, accompanied by TE and TD ratings

TABLE 14

**TASKS RATED HIGHEST IN TRAINING EMPHASIS (TE)  
FOR A- AND B-SHRED PERSONNEL**

<b><u>TASKS</u></b>		<b><u>PERCENT MEMBERS PERFORMING</u></b>		
		<b><u>TNG EMPH*</u></b>	<b><u>A-SHRED (N=24)</u></b>	<b><u>B-SHRED (N=44)</u></b>
A35	Conduct formal briefings	6.64	80	80
F404	Draft or write SAV briefings	6.58	88	11
F393	Conduct SAV out-briefings	6.58	88	36
F392	Conduct SAV in-briefings	6.41	88	32
F383	Analyze results of SAV interviews	6.35	92	27
F384	Analyze results of SAV surveys	6.33	83	27
A36	Conduct informal briefings	6.28	92	77
F391	Conduct postsurvey briefings with unit commanders on results of SAV surveys and proposed interviews questions	6.22	88	23
A118	Prepare formal briefings	6.01	71	66
A119	Prepare informal briefings	5.97	88	61
F395	Consult with unit commanders on topics of special interest for SAVs	5.71	79	23
A38	Conduct social actions-related meetings, conferences, or working groups	5.64	75	68
F390	Conduct individual interviews of personnel during SAVs	5.52	83	50

\* Average Training Emphasis = 2.34 with SD of 1.55 (High = 3.89)

**TABLE 15**

**TASKS RATED HIGHEST IN TASK DIFFICULTY (TD)  
FOR A- AND B-SHRED PERSONNEL**

		<b>TASK DIFF*</b>	<b>PERCENT MEMBERS PERFORMING</b>	
<b><u>TASKS</u></b>			<b><u>A-SHRED (N=24)</u></b>	<b><u>B-SHRED (N=44)</u></b>
K618	Perform crisis intervention counseling by telephone	7.52	4	34
K618	Perform crisis intervention counseling for walk-in clients	7.50	0	32
K613	Organize and develop substance abuse educational or treatment programs	7.42	4	66
F404	Draft or write SAV reports	7.04	88	11
H474	Draft or write EOT compliant clarifications reports	6.88	83	2
H450	Analyze EOT compliant clarifications to determine if inquiries are necessary	6.84	83	2
H452	Analyze possible trends in data for discrimination	6.72	83	3
K594	Counsel clients or patients in substance abuse programs in group sessions	6.66	4	84
H449	Advise unit commanders, first sergeants, and supervisors on conflict resolution processes	6.65	63	2
K595	Counsel clients or patients in substance abuse programs in individual sessions	6.57	0	75

\* Average Task Difficulty = 5.00 with SD of 1.00 (High = 6.00)

and ATI values, are contained in the Training Extract package and should be reviewed in detail by school personnel. (For a more detailed explanation of TE and TD ratings, see Task Factor Administration in the SURVEY METHODOLOGY section of this report.)

### STS Analysis

A comprehensive review of STS 734X0A/X0B, Social Actions specialty, dated November 1988, compared survey data to STS items. STS line items with performance elements are reviewed in terms of TE, TD, and percent members performing, as stipulated in ATCR 52-22. STS elements containing general utilization field knowledge and information are not reviewed. Tasks performed by 20 percent or more of personnel in the 1-48 TICF B-shred or A-shred were used as the criteria and should be considered for inclusion in the STS. Likewise, tasks with less than 20 percent performing by these groups should be considered for deletion from the STS.

Seventy-six of the one hundred sixty-seven elements found in the STS were related to both A- and B-shred, with 40 related to substance abuse personnel and 51 to EOT personnel. Six of the one hundred sixty-seven STS elements with 3-skill level task knowledge and performance codes are not supported by OSR data. Table 16 shows these elements.

Overall, 26 of the 167 elements with subject or task knowledge codes indicate that TE, TD, and percent members performing these elements support increase in proficiency levels or review of the course content within the present code. Table 17 shows examples of elements related to A-shred, and Table 18 shows elements by B-shred.

Review of Tasks Not Referenced section of the STS revealed a number of technical tasks with average TE and TD and high percent members performing for both A and B. These should be reviewed to determine whether or not they should be included in the STS. Tables 19 and 20 show examples of these tasks.

Additional review of the STS reveals a number of tasks matched to knowledge and performance elements that had high percent members performing and average TE and TD, but are not being taught to the performance level in the B-shred POI. Examples of STS performance elements that are not referenced to the POI and are not being trained are shown in Table 21. The STS and the Air Force-specific part of the A-shred POI are not cross referenced. A possible review to match up the STS and POI elements would be useful in determining if performance elements found in the STS are being trained in the POI.

### POI Analysis

Based on assistance from the Lackland school of Drug and Alcohol Control and DEOMI SMEs, tasks were matched to the POIs for each course. A similar method to that of the STS was used to review the POIs. The specific data examined included percent members performing and TE and TD ratings for 1-48 TICF B-shred personnel.

**TABLE 16**

**STS KNOWLEDGE AND PERFORMANCE ELEMENTS  
IN NEED OF REVIEW**

- 10. COMMUNICATION SKILL**
  - 10a(1). Individual
  - 10a(2). Group
  - 10d(2)(a). Personalize an AF approved lesson plan
  - 10d(2)(b). Select support material/equipment
  
- 16. SUBSTANCE ABUSE REORIENTATION AND TREATMENT PROGRAM (SART)**
  - 16d(3). Prepare evaluation documentation
  
- 25. PROCESS EOT COMPLAINT/REFERRAL**
  - 25d. Determine complaint resolution using AFR 30-2 decision logic table

**TABLE 17**

**EXAMPLES OF STS SUBJECT OR TASKS KNOWLEDGE ELEMENTS  
WITH MATCHED TASKS RATED ABOVE AVERAGE IN TE, TD, AND PERCENT  
MEMBERS PERFORMING FOR A-SHRED PERSONNEL**

**10. COMMUNICATION SKILLS**

10d(5). Verify attendance

**12. CONDUCT A SOCIAL ACTIONS STAFF ASSISTANCE VISIT (SAV)**

12a. Prepare for SAV

12c. In-brief unit commanders

12d.(1). Survey

12h. Assist commander in formulating a corrective action plan

**13. REFERRAL/SUPPORT RESOURCES**

13a. Identify referral/support resources

13b. Refer individual to referral/support resources

**25. PROCESS EOT COMPLAINT/REFERRAL**

25g. Conduct individual interviews

25h. Process complaint clarification report

25j. Brief complainant on progress

25k. Brief commander(s) on progress

**26. CONDUCT HUMAN RELATIONS INCIDENT CLARIFICATION**

26c. Brief commander on findings

26d. Conduct follow-up

**27. CONDUCT A HUMAN RELATIONS (HR) CLIMATE ASSESSMENT**

27f. Brief findings of climate assessment

**29. ADVISE ON SPECIAL OBSERVANCES**

**30. COORDINATE WITH SPECIAL INTEREST ORGANIZATIONS**

**TABLE 18**

**EXAMPLES OF STS SUBJECT OR TASKS KNOWLEDGE ELEMENTS  
WITH MATCHED TASKS RATED ABOVE AVERAGE IN TE, TD, AND  
PERCENT MEMBERS PERFORMING FOR B-SHRED PERSONNEL**

**10. COMMUNICATION SKILLS**

10d(5). Verify attendance

**13. REFERRAL/SUPPORT RESOURCES**

13a. Identify referral/support resources

13b. Refer individual to referral/support resources

**16. SUBSTANCE ABUSE REORIENTATION AND TREATMENT PROGRAMS  
(SART)**

16f. Refer client to Alcoholism Rehabilitation Center (ARC)

16h. Write Summary of Treatment

**17. SUBSTANCE ABUSE COUNSELING**

17f. Assist family members of substance alcohol abusers

**18. SUBSTANCE ABUSE CASE FILES**

18a(2). Participate in staff reviews of drug/alcohol case files

**19. PERSONNEL DATA SYSTEM (PDS)**

19b. Distribute AF Form 2731 to appropriate CBPO personnel

19c(2). Reconcile errors with CBPO

**20. DRUG ABUSE TESTING PROGRAM**

20a. Administrative procedures

20c. Chain of custody management

TABLE 19

EXAMPLES OF TECHNICAL TASKS PERFORMED BY  
20 PERCENT OR MORE A-SHRED PERSONNEL  
NOT REFERENCED TO THE STS

TASKS	PERCENT MEMBERS PERFORMING				TASK DIFF** (N=61)
	1-48 T1CF (N=24)	TOTAL B-SHRED (N=107)	TNG EMPH* (N=69)		
H448 Advise inquiry or investigating officers on procedures for conducting EOT complaint investigations or inquiries	67	72	5.62	6.54	
D253 Conduct first duty station human relations orientations	75	82	5.55	5.81	
H452 Analyze possible trends in data for discriminations	83	83	5.41	6.72	
H453 Annotate AF Forms 1587 (EOT Complaint Summary)	83	87	5.00	5.70	
H468 Determine appropriate referral agencies to process code R complaints	83	76	4.38	5.75	
H487 Read individuals' rights under Article 31, UCMJ	75	82	4.29	3.96	
D256 Conduct human relations seminars or education courses, other than AF required standardized courses	67	66	4.26	6.23	
F415 Review SAV critiques from unit commanders	71	77	3.86	4.38	
H501 Review referral agency's responses to EOT complaints	67	70	4.16	4.85	

\* Average Training Emphasis = 2.34, with SD of 1.55 (high = 3.89)

\*\* Average Task Difficulty = 5.00, with SD of 1.00 (high = 6.00)



TABLE 20

EXAMPLES OF TECHNICAL TASKS PERFORMED BY  
20 PERCENT OR MORE B-SHRED PERSONNEL NOT  
REFERENCED TO THE STS

TASKS	PERCENT MEMBERS PERFORMING				TASK DIFF** (N=61)
	1-48	TOTAL	TNG		
	TICF (N=44)	B-SHRED (N=184)	EMPH* (N=69)		
L643	80	76	3.38	4.83	
D284	73	74	5.16	6.42	
E349	68	61	2.59	4.95	
E336	68	68	3.29	5.26	
D264	57	55	3.32	6.23	
E371	55	57	2.36	3.95	
D285	45	52	4.14	5.91	
K618	34	42	3.49	7.52	
E363	34	55	3.32	5.53	

\* Average Training Emphasis = 2.34, with SD of 1.55 (high = 3.89)

\*\* Average Task Difficulty = 5.00, with SD of 1.00 (high = 6.00)

TABLE 21

AFSC 734XB STS PERFORMANCE ITEM ELEMENTS  
WITH TASKS NOT REFERENCED TO THE POI

<u>CTS LINE ITEM/REPRESENTATIVE TASKS</u>		<u>TE*</u>	<u>TD**</u>	<u>PMP</u> <u>1-48 TICE</u>
10d(4) Conduct a discussion/seminar	2b b			
D265 Conduct substance awareness education		4.10	6.23	80
12d(3) Group Interview	2b B			
F403 Document results of SAV interviews		5.10	5.43	30
F389 Conduct group interviews of personnel during SAV		4.61	5.96	23
K598 Counsel personnel on problems, other than substance or EOT-related problems in individual sessions		3.17	6.33	36
F406 Evaluate personnel for compliance with AF standard		2.48	4.70	23
12e Analyze collected data	2b C			
F383 Analyze results of SAV interviews		6.35	6.65	27
F384 Analyze results of SAV surveys		6.33	6.47	27
F388 Compare survey questionnaire results with results of SAV interviews		5.87	5.97	23
F409 Input SAV survey data into AF SAV Survey Analysis Software (SAVSAS) program		4.49	4.50	20
12g Out-brief commanders	2b c			
F393 Conduct SAV out-briefing		6.58	5.99	36
F381 Advise unit commanders on proposed corrective actions to problem areas observed during SAVs		6.25	5.92	18

\* Average Training Emphasis = 2.24, with SD of 1.82

\*\* Average Task Difficulty = 5.00, with SD of 1.00 (high = 6.00)

TABLE 21 (CONTINUED)

AFSC 734XB STS PERFORMANCE ITEM ELEMENTS  
WITH TASKS NOT REFERENCED TO THE POI

CTS LINE ITEM/REPRESENTATIVE TASKS	TE*	TD**	PMP 1-48 TICE
16d(2) Assess data for diagnostic impression			
	2b	-	
L633 Complete or document AF Forms 2731 (Substance Abuse Reorientation and Treatment Program Disposition)	3.64	3.72	91
L634 Complete or document AF Forms 2740 (Substance Abuse Reorientation and Treatment Program Evaluation)	4.09	5.37	91
L632 Complete AF Forms 2732 (Substance Abuse Reorientation and Treatment Program Appointment Schedule)	3.17	3.48	89
L636 Complete or document AF Forms 2746 (Substance Abuse Reorientation and Treatment Program Case Files)	4.49	6.12	89
K576 Conduct initial evaluation for substance abuse clients	4.32	6.47	86
L645 Review AF Forms 2740 (Substance Abuse Reorientation and Treatment Program Evaluation)	3.61	4.53	86
16e(4) Document the meeting			
	2b	b	
L635 Complete or document AF Forms 2745 (Commander's Decision or Intervention Meeting Review)	3.90	4.75	91
K572 Complete documentation certifying clients' successful completion of military substance abuse programs	2.51	4.69	84
K620 Record minutes of ICMs	2.99	4.71	82
17e Document counseling sessions (SOAP)			
	2b	B	
L636 Complete or document AF Form 2746 (Substance Abuse Reorientation and Treatment Program Case Notes)	4.49	6.12	89
L647 Review AF Forms 2746 (Substance Abuse Reorientation and Treatment Program Case Notes)	3.62	4.64	80

\* Average Training Emphasis = 2.24, with SD of 1.82

\*\* Average Task Difficulty = 5.00, with SD of 1.00 (high = 6.00)

POI L3ALR73430B/L30LR3618-001, dated August 1990. An in-depth review of the POI revealed several discrepancies with the STS references. Many of the POI elements were not referenced and did not reflect what the STS said needed to be trained.

Review of the Tasks Not Referenced section of the POI revealed several technical tasks high in percent members performing and TE and TD that should be considered for inclusion in the POI. Examples of these tasks are found in Table 22.

POI - DEOMI dated January 1992. The tasks matched to the DEOMI POI were only the tasks that were taught to the performance level within the course. Table 23 reflects examples of tasks that were matched and were low in percent members performing and TE and should be reviewed for possible deletion from the course.

Several technical tasks were revealed in the Tasks Not Referenced section that were high in percent members performing and TE and TD that should be considered for inclusion in the POI. Table 24 shows examples.

## **WRITE-IN COMMENTS**

Respondents were invited to write in any comments related to their job on the back of their inventory booklet. Several comments noted were related to the loss of administrative support within the Social Actions offices. Several respondents were commenting on the loss of manning within the Social Actions field, which resulted in them not providing a number of Social Actions programs on their base.

## **JOB SATISFACTION**

Comparisons of group perceptions of their jobs provide career ladder managers with a means toward understanding some of the factors affecting job performance. These perceptions are gathered from incumbent responses to five job satisfaction questions covering job interest, perceived utilization of training and talents, sense of accomplishment, and reenlistment plans. The responses of the current sample are then analyzed by making several comparisons: (1) across specialty job groups identified in the **SPECIALTY JOBS** section of this report, (2) between DAFSCs in total sample, and (3) among TAFMS groups of a comparative sample of personnel from other command support AFSCs surveyed in 1992.

TABLE 22

EXAMPLES OF TECHNICAL TASKS PERFORMED BY  
30 PERCENT OR MORE B-SHRED PERSONNEL NOT  
REFERENCED TO THE POI

TASKS	PERCENT MEMBERS PERFORMING				TASK DIFF** (N=61)
	1-48 T1CF (N=44)	TOTAL B-SHRED (N=184)	TNG EMPH* (N=69)		
L644	86	84	3.64	3.91	Review AF Form 2731 (Substance Abuse Reorientation and Treatment Program Disposition)
K572	84	82	2.51	4.69	Complete documentation certifying clients' successful completion of military substance abuse programs
D284	73	74	5.16	6.42	Develop or revise lesson plans
E348	68	61	2.59	4.95	Coordinate entry of clients into detoxification units with medical personnel or commanders
K613	66	65	3.43	7.42	Organize and develop substance abuse educational or treatment programs
E350	59	61	2.62	4.74	Coordinate entry of rehabilitates into treatment with ARC personnel
C237	48	58	4.46	5.99	Perform quality control reviews on substance abuse case files
G431	43	27	3.71	7.31	Prepare for substance abuse certification boards
C236	41	39	3.42	5.19	Maintain self-inspection books or checklists

\* Average Training Emphasis = 2.34, with SD of 1.55 (high = 3.89)

\*\* Average Task Difficulty = 5.00, with SD of 1.00 (high = 6.00)

TABLE 23

**EXAMPLES OF MATCHED TASKS BY A-SHRED PERSONNEL THAT  
WERE LOW IN PERCENT MEMBERS PERFORMING AND TE**

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>	
	<u>1-48 TICF (N=24)</u>	<u>TNG EMPH* (N=69)</u>
J527 Advise owners or managers of off-base business	13	2.19
A84 Draft or write trip reports	17	2.04
E375 Tour off-base referral agency facilities	13	2.03
D311 Invite quest speakers	25	1.57
D320 Prepare for quest speakers	21	1.46
I508 Chair special observance committees	21	1.46
I513 Coordinate special observances with personnel of collocated U.S. Armed Forces installation	13	1.38
A79 Draft or write responses to formal suggestions	8	1.17
I522 Set up special observance display booths	21	1.00

\* Average Training Emphasis = 2.34, with SD of 1.55 (high = 3.89)

TABLE 24

EXAMPLES OF TECHNICAL TASKS PERFORMED BY 30 PERCENT  
OR MORE A-SHRED PERSONNEL NOT REFERENCED TO THE POI

TASKS	PERCENT MEMBERS PERFORMING				TASK DIFF** (N=61)
	1-48 TICF (N=24)	TOTAL B-SHRED (N=107)	TNG EMPH* (N=69)		
E339	88	89	4.96	5.38	Answer telephone questions on general substance abuse or EOT-related issues
F382	75	78	5.25	5.98	Analyze administrative or personnel indicators, such as unfavorable information file (UIF) rosters, for trends
D253	75	82	5.55	5.81	Conduct first duty station human relations orientations
D284	63	78	5.16	6.42	Develop or revise lesson plans
D259	63	58	4.01	6.07	Conduct NCO professional military education (PME) human relations education
D240	63	62	3.30	4.30	Analyze critique summary data
D262	58	65	5.22	6.47	Conduct sexual harassment awareness seminars
H499	54	61	3.93	4.76	Review PSM desire lists or other products, such as AMJAMS, for trends
H457	50	45	4.16	5.93	Brief supervisors on team building processes and procedures
C213	33	44	4.41	5.77	Conduct unit self-inspections

\* Average Training Emphasis = 2.34, with SD of 1.55 (high = 3.89)

\*\* Average Task Difficulty = 5.00, with SD of 1.00 (high = 6.00)

Table 25 presents job satisfaction data for clusters and jobs identified in the career ladder structure for the Social Actions personnel. An examination of these data can reveal the influence performing certain jobs may have on overall job satisfaction. Job satisfaction indicators for the specialty groups suggest members across the career ladder and utilization field are generally content. Over 75 percent of the personnel in each of the specialty jobs rated their job as "interesting." Similarly, all respondents in all but one of the major jobs also indicated high to medium perception of talent and training. Five out of the twelve personnel found in the Social Actions Managers job considered utilization of talent to be none to very little. Four of the twelve in this job considered utilization of training to be none to very little and sense of accomplishment to be low. As a whole, members of the Hospital Social Actions Liaison Personnel reflect the highest level of satisfaction when compared to the other jobs. One hundred percent of these members expressed high job interest and sense of accomplishment, with 80 percent expressing "fairly well to perfect" utilization of talent and training. Finally, career and utilization field intentions are high for three out of the four specialty jobs, with greater than 45 percent of each cluster responding with positive plans to continue their career in the Air Force.

The job satisfaction indicators reported among the total sample are similar for both the enlisted AFSCs and officer AFSCs. Greater than 60 percent for each group rated job interest and sense of accomplishment high. Utilization of training and utilization of talent for the respondents range between excellent to very well. Job satisfaction indicators for the total sample are found in Table 26.

Comparisons were also made with job satisfaction indicators to a sample group from other command support AFSCs surveyed in 1992. These data gives a relative measure of how job satisfaction of AFSC 734XX personnel compares with that of similar Air Force specialties. Personnel in 49-96 months' TAFMS and 97+ TAFMS groups were compared. The survey sample group and the comparative group were generally comparable. The 734XX group indicated utilization of talent and utilization of training to be slightly higher than the comparative sample (see Table 27).

### **ANALYSIS OF MAJOR COMMANDS (MAJCOM)**

Occupational survey data can be used in examining differences in duty and task performance data across MAJCOMs. Highlighting these differences may identify any specific MAJCOM training needs. Generally, the job descriptions for the MAJCOMs are basically the same for DAFSC 736X, 737X, and 734XX personnel, however, minor differences were noted. Table 28 through Table 32 relate the differences.

The primary concentration of Social Actions personnel, 31 percent of the total sample, was located in ACC. All 734X0A personnel in all the MAJCOMs spend the majority of their time performing EOT-related tasks, except within ACC who spent 25 percent of time performing administrative and management tasks. At least 15 percent of their time is spent on SAV tasks and



TABLE 25

**JOB SATISFACTION INDICATORS AMONG SPECIALTY JOBS  
(PERCENT MEMBERS RESPONDING)**

	SUBSTANCE ABUSE PERSONNEL CLUSTER (N=154)	HOSPITAL SOCIAL ACTIONS LIAISON PERSONNEL (N=5)	EOT PERSONNEL CLUSTER (N=161)	SOCIAL ACTIONS MANAGERS (N=12)
<b><u>EXPRESSED JOB INTEREST:</u></b>				
INTERESTING	86	100	82	75
SO-SO	9	0	12	17
DULL	5	0	6	8
<b><u>PERCEIVED USE OF TALENTS:</u></b>				
EXCELLENT TO PERFECT	31	80	28	42
FAIRLY TO VERY WELL	60	20	63	17
NONE TO VERY LITTLE	8	0	9	42
<b><u>PERCEIVED USE OF TRAINING:</u></b>				
EXCELLENT TO PERFECT	30	80	29	42
FAIRLY TO VERY WELL	62	20	61	25
NONE TO VERY LITTLE	7	0	9	33

NOTE: Columns may not add to 100 percent due to nonresponse and rounding

TABLE 25 (CONTINUED)

JOB SATISFACTION INDICATORS AMONG SPECIALTY JOBS  
(PERCENT MEMBERS RESPONDING)

	SUBSTANCE ABUSE PERSONNEL CLUSTER (N=154)	HOSPITAL SOCIAL ACTIONS LIAISON PERSONNEL (N=5)	EOT PERSONNEL CLUSTER (N=161)	SOCIAL ACTIONS MANAGERS (N=12)
<b>SENSE OF ACCOMPLISHMENT:</b>				
SATISFIED	75	100	71	67
NEITHER	5	0	2	0
DISSATISFIED	20	0	27	33
<b>I WILL REENLIST:</b>				
WILL RETIRE				
PROBABLY YES OR YES	12	0	19	33
PROBABLY NO OR NO	23	0	9	17
	63	100	45	17

NOTE: Columns may not add to 100 percent due to nonresponse and rounding

TABLE 26

**JOB SATISFACTION INDICATORS AMONG TOTAL SURVEY SAMPLE  
(PERCENT MEMBERS RESPONDING)**

	<b>737X (N=14)</b>	<b>736X (N=28)</b>	<b>734X0A (N=107)</b>	<b>734X0B (N=184)</b>	<b>73499/00 (N=15)</b>
<b><u>EXPRESSED JOB INTEREST:</u></b>					
INTERESTING	71	82	81	85	87
SO-SO	29	13	11	10	7
DULL	0	5	7	4	7
<b><u>PERCEIVED USE OF TALENTS:</u></b>					
EXCELLENT TO PERFECT	50	24	24	32	40
FAIRLY TO VERY WELL	29	61	68	59	47
NONE TO VERY LITTLE	21	16	7	9	13
<b><u>PERCEIVED USE OF TRAINING:</u></b>					
EXCELLENT TO PERFECT	43	16	27	32	40
FAIRLY TO VERY WELL	50	71	64	59	40
NONE TO VERY LITTLE	7	12	8	9	20

NOTE: Columns may not add to 100 percent due to nonresponse and rounding

TABLE 26 (CONTINUED)

JOB SATISFACTION INDICATORS AMONG TOTAL SURVEY SAMPLE  
(PERCENT MEMBERS RESPONDING)

	737X (N=14)	736X (N=28)	734X0A (N=107)	734X0B (N=184)	73499/00 (N=15)
<u>SENSE OF ACCOMPLISHMENT:</u>					
SATISFIED	79	61	71	76	67
NEITHER	0	3	2	4	7
DISSATISFIED	21	26	26	20	27
<u>I WILL REENLIST:</u>					
WILL RETIRE	0	0	22	14	47
PROBABLY YES OR YES	0	0	9	22	20
PROBABLY NO OR NO	0	0	64	62	27

NOTE: Columns may not add to 100 percent due to nonresponse and rounding

**TABLE 27**

**COMPARISON OF JOB SATISFACTION DATA BY 734XX AND  
COMPARATIVE SAMPLE GROUPS  
(PERCENT MEMBERS RESPONDING)**

	<u>49-96 MOS TAFMS</u>		<u>97+ MOS TAFMS</u>	
		1992		1992
	734XX	COMP	734XX	COMP
	(N=28)	SAMPLE* (N=213)	(N=280)	SAMPLE* (N=752)
<b><u>EXPRESSED JOB INTEREST:</u></b>				
INTERESTING	93	81	83	84
SO-SO	7	12	10	11
DULL	0	7	6	5
<b><u>PERCEIVED USE OF TALENTS:</u></b>				
EXCELLENT TO PERFECT	36	13	29	17
FAIRLY TO VERY WELL	57	70	62	68
NONE TO VERY LITTLE	7	16	9	15
<b><u>PERCEIVED USE OF TRAINING:</u></b>				
EXCELLENT TO PERFECT	32	10	30	15
FAIRLY TO VERY WELL	57	69	60	65
NONE TO VERY LITTLE	11	20	9	20
<b><u>SENSE OF ACCOMPLISHMENT FROM WORK:</u></b>				
SATISFIED	79	77	73	75
NEITHER	4	8	3	9
DISSATISFIED	18	15	24	15
<b><u>I PLAN TO REENLIST:</u></b>				
WILL RETIRE	0	1	22	16
PROBABLY NO OR NO	39	26	15	14
PROBABLY YES OR YES	61	73	60	69

\* Comparative sample is composed of Command Support AFSC surveyed in 1992 (includes AFSCs 100X0, 24XXX, 651X0, 661XX, 67XXX, 70XXX, 781X0, 79XXX, 87XXX, 881X0, 893X0)

NOTE: Columns may not add to 100 percent due to nonresponse and rounding

TABLE 28

**DAFSC 734X0A MAJCOM COMPARISONS  
(PERCENT MEMBERS PERFORMING)**

<u>DUTIES</u>	<u>USAFE</u> (N=15)	<u>AETC</u> (N=11)	<u>PACAF</u> (N=8)	<u>ACC</u> (N=39)	<u>AMC</u> (N=19)	<u>AFMC</u> (N=8)	<u>SPCOM</u> (N=3)
A ADMINISTRATION AND MANAGEMENT	19	19	19	25	23	17	18
B PERSONNEL	3	3	2	3	3	3	3
C INSPECTION AND EVALUATION	2	2	2	2	1	1	2
D TRAINING	12	13	9	10	9	13	12
E EOT, HUMAN RELATIONS, OR SUBSTANCE ABUSE GENERAL FUNCTIONS	7	8	3	6	6	6	8
F STAFF ASSISTANCE VISITS (SAV) ACTIVITIES	18	22	15	18	18	18	19
G SUBSTANCE ABUSE CERTIFICATION AND RECERTIFICATION	-	-	-	-	-	-	-
H EOT FUNCTIONS, COMPLAINT PROCESSING, OR INCIDENTS REPORTING PROCEDURES	23	22	30	21	28	27	19
I SPECIAL OBSERVANCE FUNCTIONS	4	3	3	4	4	3	3
J CLIMATE ASSESSMENT FUNCTIONS	8	10	11	8	8	12	10
K SUBSTANCE ABUSE EVALUATION, TREATMENT, AND COUNSELING FUNCTIONS	-	-	1	1	-	-	3
L SUBSTANCE ABUSE CONTROL DOCUMENTATION FUNCTIONS	-	-	-	-	-	-	-
M DRUG TESTING PROGRAM	1	-	1	2	-	-	-

- Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE 29

DAFSC 734X0B MAJCOM COMPARISONS  
(PERCENT MEMBERS PERFORMING)

DUTIES	USAFE (N=29)	AETC (N=33)	PACAF (N=13)	ACC (N=59)	AMC (N=27)	AFMC (N=13)	SPCOM (N=5)
A ADMINISTRATION AND MANAGEMENT	21	19	27	20	19	18	24
B PERSONNEL	3	3	3	3	3	2	4
C INSPECTION AND EVALUATION	2	3	2	2	1	2	2
D TRAINING	12	16	10	13	10	14	13
E EOT, HUMAN RELATIONS, OR SUBSTANCE ABUSE GENERAL FUNCTIONS	11	9	13	11	11	13	10
F STAFF ASSISTANCE VISITS (SAV) ACTIVITIES	4	2	4	5	2	3	6
G SUBSTANCE ABUSE CERTIFICATION AND RECERTIFICATION	2	2	2	1	2	1	2
H EOT FUNCTIONS, COMPLAINT PROCESSING, OR INCIDENTS REPORTING PROCEDURES	2	2	2	2	1	-	1
I SPECIAL OBSERVANCE FUNCTIONS	1	1	1	1	1	-	1
J CLIMATE ASSESSMENT FUNCTIONS	2	1	1	1	-	-	1
K SUBSTANCE ABUSE EVALUATION, TREATMENT, AND COUNSELING FUNCTIONS	22	22	20	23	26	27	18
L SUBSTANCE ABUSE CONTROL DOCUMENTATION FUNCTIONS	12	12	9	11	14	13	10
M DRUG TESTING PROGRAM	6	8	6	8	11	8	8

- Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE 30

DAFSC 73499/00 MAJCOM COMPARISONS  
(PERCENT MEMBERS PERFORMING)

DUTIES	USAFE (N=2)	AETC (N=3)	ACC (N=4)	AMC (N=1)	AFMC (N=2)	SPCOM (N=1)
A ADMINISTRATION AND MANAGEMENT	28	41	19	83	35	46
B PERSONNEL	9	7	9	9	6	2
C INSPECTION AND EVALUATION	3	2	4	2	5	13
D TRAINING	12	6	9	1	9	2
E EOT, HUMAN RELATIONS, OR SUBSTANCE ABUSE GENERAL FUNCTIONS	6	4	6	3	6	9
F STAFF ASSISTANCE VISITS (SAV) ACTIVITIES	10	9	16	-	12	1
G SUBSTANCE ABUSE CERTIFICATION AND RECERTIFICATION	1	1	1	-	4	4
H EOT FUNCTIONS, COMPLAINT PROCESSING, OR INCIDENTS REPORTING PROCEDURES	13	13	18	1	3	9
I SPECIAL OBSERVANCE FUNCTIONS	1	2	1	1	1	8
J CLIMATE ASSESSMENT FUNCTIONS	2	8	9	-	6	3
K SUBSTANCE ABUSE EVALUATION, TREATMENT, AND COUNSELING FUNCTIONS	7	3	4	-	6	-
L SUBSTANCE ABUSE CONTROL DOCUMENTATION FUNCTIONS	3	-	2	-	2	-
M DRUG TESTING PROGRAM	5	4	3	-	5	1

- Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding



TABLE 31

DAFSC 737X MAJCOM COMPARISONS  
(PERCENT MEMBERS PERFORMING)

DUTIES	USAFE (N=2)	AETC (N=2)	PACAF (N=1)	AMC (N=1)	AFMC (N=3)	SPCOM (N=1)
A ADMINISTRATION AND MANAGEMENT	30	19	17	21	36	33
B PERSONNEL	13	8	6	7	9	5
C INSPECTION AND EVALUATION	4	4	4	5	3	3
D TRAINING	10	8	14	10	11	11
E EOT, HUMAN RELATIONS, OR SUBSTANCE ABUSE GENERAL FUNCTIONS	7	7	5	6	8	4
F STAFF ASSISTANCE VISITS (SAV) ACTIVITIES	4	3	8	9	7	8
G SUBSTANCE ABUSE CERTIFICATION AND RECERTIFICATION	2	-	3	-	3	-
H EOT FUNCTIONS, COMPLAINT PROCESSING, OR INCIDENTS REPORTING PROCEDURES	12	19	12	19	11	18
I SPECIAL OBSERVANCE FUNCTIONS	3	2	1	5	1	-
J CLIMATE ASSESSMENT FUNCTIONS	3	10	6	7	7	8
K SUBSTANCE ABUSE EVALUATION, TREATMENT, AND COUNSELING FUNCTIONS	5	5	11	6	2	1
L SUBSTANCE ABUSE CONTROL DOCUMENTATION FUNCTIONS	2	3	3	1	1	3
M DRUG TESTING PROGRAM	4	13	9	5	3	5

- Less than 1 percent

NOTE Columns may not add to 100 percent due to rounding

TABLE 32

DAFSC 736X MAJCOM COMPARISONS  
(PERCENT MEMBERS PERFORMING)

DUTIES	USAFE (N=10)	AETC (N=6)	PACAF (N=2)	ACC (N=6)	AMC (N=9)	AFMC (N=4)
A ADMINISTRATION AND MANAGEMENT	27	41	22	30	29	35
B PERSONNEL	8	11	8	9	8	8
C INSPECTION AND EVALUATION	4	4	2	5	4	3
D TRAINING	9	9	6	9	11	10
E EOT, HUMAN RELATIONS OR SUBSTANCE ABUSE GENERAL FUNCTIONS	5	4	6	6	6	5
F STAFF ASSISTANCE VISITS (SAV) ACTIVITIES	10	5	10	8	7	6
G SUBSTANCE ABUSE CERTIFICATION AND RECERTIFICATION	1	1	1	1	1	1
H EOT FUNCTIONS, COMPLAINT PROCESSING, OR INCIDENTS REPORTING PROCEDURES	15	11	10	13	12	10
I SPECIAL OBSERVANCE FUNCTIONS	1	1	2	3	2	2
J CLIMATE ASSESSMENT FUNCTIONS	4	2	4	6	5	6
K SUBSTANCE ABUSE EVALUATION, TREATMENT, AND COUNSELING FUNCTIONS	5	3	2	3	4	4
L SUBSTANCE ABUSE CONTROL DOCUMENTATION FUNCTIONS	3	1	1	1	3	1
M DRUG TESTING PROGRAM	10	7	16	7	7	10

- Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

8 percent on climate assessments. Within the 734X0Bs, PACAF and AFSPACECOM spent the largest amount of time on administrative tasks, with all the other commands spending the majority of time on substance abuse tasks. The differences found within the 73499/00 personnel were slight, with the four ACC personnel performing more SAV- and EOT-related tasks than the other MAJCOMs.

Within the officer AFSC, the 736X personnel differences were mostly between overseas and CONUS MAJCOMs, where the overseas MAJCOMs (PACAF and USAFE) were spending over 20 percent of their time on drug testing and SAV-related tasks, with the other MAJCOMs spending as little as 12 percent. The numbers of 737X personnel within the MAJCOMs were small, and no real differences were found.

### CONUS VS OVERSEAS COMPARISONS

Comparisons were made between the tasks performed and the background data for all the survey sample assigned to the CONUS (N=274) versus those assigned overseas (N=92). An examination of the tasks and duties performed by the two groups indicated only slight differences exist.

Within the A shred, CONUS (N=81) personnel were doing slightly more administrative and management tasks than the overseas (N=26). Within the B shred, differences were found to be that CONUS personnel (N=144) were performing more drug testing and EOT functions than their overseas counterpart (N=46). Overseas personnel were performing slightly more substance abuse-related tasks.

Only three 73499/00 personnel are stationed overseas, so no comparison was made between these CONUS and overseas groups.

No differences were found between enlisted personnel located in CONUS (N=237) and overseas (N=74). Slight differences were found between the officers assigned to CONUS (N=37) and those assigned overseas (N=18). The overseas officer is spending a little more time on SAV and less time on administrative and management than the CONUS officer.

CONUS personnel performed tasks with outside referral agencies, with the overseas personnel having no contact with outside referral agencies, which was expected. Generally, tasks performed and relative time spent performing them were similar whether personnel were assigned overseas or CONUS.

## **IMPLICATIONS**

The Social Actions career ladder and utilization field have not changed significantly since the last survey done in October 1984. The tasks performed by personnel identified in the recent study were similar to what personnel were performing in the previous survey.

Few differences within the shreds were reported, but as expected, large differences were found between the A-and B-shred in technical-related tasks being performed. The enlisted personnel and officer personnel within the shreds are performing many of the same tasks, with slight differences related to administrative tasks and some substance abuse technical tasks.

The AFR 36-1 and 39-1 Specialty Descriptions accurately depicted the duties of both the A- and B-shred, CEM, and staff officers.

In terms of training analysis, both the STS and the two POIs for the A and B courses should be reviewed. Training personnel should look at all areas of the STS and POIs for revisions to include changes in proficiency codes, possible additions of certain tasks high in percent members performing and high TE and TD, to possible deletions because of low percentages and low TE and TD.

Job satisfaction for the total sample reveals high satisfaction of job interest and sense of accomplishment, with slightly lower satisfaction for utilization of talents and training.

It should also be noted that several respondents made reference to their concern over the ability of the Social Actions field in performing certain programs because of manning cutbacks, especially the loss of administrative support.

## **APPENDIX A**

### **SELECTED REPRESENTATIVE TASKS PERFORMED BY CAREER AND UTILIZATION FIELD SPECIALTY JOB GROUPS**

**TABLE A1**  
**SUBSTANCE ABUSE PERSONNEL CLUSTER**  
**(STG24)**

Group Size: 154  
Percent of Survey Sample: 42  
Average Number of Tasks Performed: 180  
Average Time in Present Job: 40 months  
Percent DAFSC: 734X0B - 97  
73499 - 1

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
L634 Complete or document AF Forms 2740 (Substance Abuse Reorientation and Treatment Program Evaluation)	99
L632 Complete AF Forms 2732 (Substance Abuse Reorientation and Treatment Program Appointment Schedule)	98
L633 Complete or document AF Forms 2731 (Substance Abuse Reorientation & Treatment Program Disposition)	97
L635 Complete or document AF Forms 2745 (Commander's Decision or Intervention Meeting Review)	97
L636 Complete or document AF Forms 2746 (Substance Abuse Reorientation and Treatment Program Case Notes)	95
K571 Brief supervisors, first sergeants, or commanders on substance abuse treatment programs or procedures	95
L641 Establish individual client substance abuse case files	95
K576 Conduct initial evaluation for substance abuse clients	94
K562 Advise commanders, first sergeants, or supervisors on progress or problems of clients	94
K568 Brief clients on mandatory requirements of local social actions alcoholism treatment programs	93
K583 Coordinate AF Forms 2731 with clients' commanders for signature and entrance into evaluation portion of SART program	92
L642 Input or update client data into automated personnel data system (APDS)	90
L646 Review AF Forms 2745 (Commander's Decision or Intervention Meeting Review)	90
K594 Counsel clients or patients in substance abuse programs in group sessions	89
K621 Refer substance abuse clients to local civilian agencies, such as alcoholics anonymous (AA)	88

**TABLE A2**  
**SUBSTANCE ABUSE CHIEFS**  
**(STG27)**

Group Size: 8  
Percent of Survey Sample: 2  
Average Number of Tasks Performed: 50  
Average Time in Present Job: 36 months  
Percent DAFSC: 734X0B - 100

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
L635 Complete or document AF Forms 2745 (Commander's Decision or Intervention Meeting Review)	100
L645 Review AF Forms 2740 (Substance Abuse Reorientation and Treatment Program Evaluation)	88
L642 Input or update client data into automated personnel data system (APDS)	75
L638 Coordinate entrance of personnel in SART programs or correction of APDS data with CBPO personnel	75
L639 Document attendance of clients at substance abuse seminars in attendance logs	75
L637 Complete patients admittance documentation for entry into ARC programs	63
K568 Brief clients on mandatory requirements of local social actions alcoholism treatment programs	63
D265 Conduct substance awareness education	63
E370 Review security police blotters	63
K605 Facilitate ICMs	63
E340 Answer telephone questions on patient or client aftercare	63
K574 Conduct ICMs on possible treatment programs for personnel identified as alcohol dependants or abusers	63
L643 Input or update client data into the SART program	50
K612 Observe group counseling sessions reports, or forms	50
K567 Brief clients on impacts or policies of all tracks of Substance Abuse Reorientation and Treatment (SART) program	50
E359 Log substance abuse-related incidents	50
D260 Conduct NCO PME substance abuse education	50
A113 Participate in social actions-related meetings, conferences, or working groups or followup issues	38

**TABLE A3**  
**SUBSTANCE ABUSE COUNSELORS**  
**(STG53)**

Group Size: 144  
Percent of Survey Sample: 39  
Average Number of Tasks Performed: 189  
Average Time in Present Job: 41 months  
Percent DAFSC: 734X0B - 97  
73499 - 1

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
K567 Brief clients on impacts or policies of all tracks of Substance Abuse Reorientation and Treatment (SART) program	99
L636 Complete or document AF Forms 2746 (Substance Abuse Reorientation and Treatment Program Case Notes)	97
K574 Conduct ICMs on possible treatment programs for personnel identified as alcohol dependants or abusers	97
K576 Conduct initial evaluation for substance abuse clients	95
L645 Review AF Forms 2740 (Substance Abuse Reorientation and Treatment Program Evaluation)	94
K581 Consult with medical personnel on substance abuse cases	94
L644 Review AF Forms 2731 (Substance Abuse Reorientation and Treatment Program Disposition)	94
K594 Counsel clients or patients in substance abuse programs in group sessions	92
L647 Review AF Forms 2746 (Substance Abuse Reorientation and Treatment Program Case Notes)	92
K621 Refer substance abuse clients to local civilian agencies, such as alcoholics anonymous (AA)	92
A146 Type or word process correspondence, case notes, studies, reports, or forms	91
L651 Write summary of treatments or case history summaries on clients or patients	91
D265 Conduct substance awareness education	90
K570 Brief rehabilitees on ARC programs and policies	83
E355 Establish client or patient files	79
E361 Participate in staff reviews of case files, counseling techniques, sessions, or treatment plans	76



**TABLE A4**

**HOSPITAL SOCIAL ACTIONS LIAISON PERSONNEL  
(STG52)**

Group Size: 5  
Percent of Survey Sample: 1  
Average Number of Tasks Performed: 72  
Average Time in Present Job: 94 months  
Percent DAFSC: 734X0B - 100

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
K587 Coordinate entry of personnel into ARCs with medical personnel	100
K626 Review clients' or ARC patients' survival plans	100
K589 Coordinate patient summaries of treatment with ARC directors	100
K584 Coordinate ARC family week programs with family members or guests of patients	100
K569 Brief family members of clients on treatment programs or client's status when authorized	100
D245 Brief base social actions personnel on ARC programs	100
K573 Conduct ARC patient or client followups	100
D247 Brief commanders, first sergeants, or other agency personnel on substance abuse programs or policies	80
K582 Coordinate admittance forms with ARC directors for approval of admittance	80
E349 Coordinate entry of individuals into ARCs with base social actions personnel, mental health personnel, or commanders	80
K592 Counsel adult family members of substance abusers in group sessions	80
E360 Maintain liaison with civilian referral agencies	60
K577 Conduct tours of hospital facilities for ARC patients	60
E364 Recommend referral agencies	60

**TABLE A5**  
**EQUAL OPPORTUNITY TECHNICAL PERSONNEL CLUSTER**  
**(STG35)**

Group Size: 161  
Percent of Survey Sample: 44  
Average Number of Tasks Performed: 260  
Average Time in Present Job: 44 months  
Percent DAFSC: 734X0B - 58  
734X0A - 8  
73499/00 - 6  
7364 - 16  
7364A - 1  
7364B - 2  
737X - 6

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
D246 Brief commanders, first sergeants, or other agency personnel on human relations or EOT programs or policies	96
F384 Analyze results of SAV surveys	93
E339 Answer telephone questions on general substance abuse or EOT-related issues	93
H442 Advise commanders on results of EOT complaint clarifications reports and social actions' recommendations	93
H450 Analyze EOT complaint clarifications to determine if inquiries are necessary	91
H453 Annotate AF Forms 1587 (EOT Complaint Summary)	90
H496 Review legal personnels' evaluations of EOT complaint	90
H445 Advise complainants on alternate complaint channels	89
F380 Administer SAV survey questionnaires	89
F403 Document results of SAV interviews	85
H482 Interview EOT complainants	84
H458 Compile information related to EOT complaint clarifications	83
A133 Review incoming distribution	83
F401 Develop SAV interview questions	83
H474 Draft or write EOT complaint clarification reports	82
F404 Draft or write SAV reports incidents, other than complainants	82

**TABLE A6**

**EOT STAFF ASSISTANCE SPECIALISTS  
(STG39)**

Group Size: 7  
 Percent of Survey Sample: 2  
 Average Number of Tasks Performed: 136  
 Average Time in Present Job: 44 months  
 Percent DAFSC: 734X0A - 57  
                   73499/00 - 14  
                   7364B - 14  
                   737X - 14

<b><u>TASKS</u></b>	<b><u>PERCENT MEMBERS PERFORMING</u></b>
F393 Conduct SAV out-briefings	100
F390 Conduct individual interviews of personnel during SAVs	100
F391 Conduct postsurvey briefings with unit commanders on results of SAV surveys and proposed interview questions	100
F401 Develop SAV interview questions	100
F392 Conduct SAV in-briefings	100
F383 Analyze results of SAV interviews	100
F388 Compare survey questionnaire results with results of SAV interviews	100
F400 Determine target population for SAV survey questionnaires	100
F399 Determine number of SAV interviews needed and percentages of targeted groups	100
F379 Administer SAV critiques to unit commanders	100
F386 Assemble SAV packages	100
F398 Coordinate SAV out-briefs with unit commanders	100
F395 Consult with unit commanders on topics of special interest for SAVs	100
F381 Advise unit commanders on proposed corrective actions to problem areas observed during SAVs	86
F380 Administer SAV survey questionnaires	86

**TABLE A7**  
**EOT COUNSELORS**  
**(STG62)**

Group Size: 141  
Percent of Survey Sample: 38  
Average Number of Tasks Performed: 276  
Average Time in Present Job: 44 months  
Percent DAFSC: 734X0A - 63  
734X0B - 9  
73499/00 - 4  
7364 - 16  
7364A - 1  
7364B - 1  
737X - 4

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
H442 Advise commanders on results of EOT complaint clarifications reports and social actions' recommendations	96
H488 Refer individuals to unit chain of command or other agencies for resolution of non-EOT grievances	96
H441 Advise base commanders and staff judge advocates of alleged discrimination complaints	95
H445 Advise complainants on alternate complaint channels	94
E339 Answer telephone questions on general substance abuse or EOT-related issues	94
H492 Review client statements of EOT complaints	94
H453 Annotate AF Forms 1587 (EOT Complaint Summary)	94
H497 Review or edit EOT complaint clarification reports	91
H483 Interview individuals who have knowledge of EOT complaints, other than complainants	90
H482 Interview EOT complainants	90
H458 Compile information related to EOT complaint clarifications	89
H474 Draft or write EOT complaint clarification reports	89
H471 Document results of interviews involving EOT complaints	87
H454 Assemble EOT complaints clarification packages	87
H462 Consolidate client's statements to pertinent facts of EOT complaints	85

# TABLE A8

## EOT CHIEFS (STG67)

Group Size: 7  
 Percent of Survey Sample: 2  
 Average Number of Tasks Performed: 191  
 Average Time in Present Job: 29 months  
 Percent DAFSC: 73499/00 - 29  
                   7364 - 14  
                   737X - 57

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
H497 Review or edit EOT complaint clarification reports	100
A27 Assign suspense dates	100
F414 Review or edit SAV reports	100
A132 Review correspondence, reports, or studies for content	100
H441 Advise base commanders and staff judge advocates of alleged discrimination complaints	100
J525 Advise commanders of results of climate assessment evaluations	100
H498 Review or edit EOT incidents clarification reports	100
B165 Determine work priorities for subordinates	100
A1 Advise commanders or staff agency personnel on matters, such as capabilities, procedures, or programs	100
C236 Maintain self-inspection books or checklists	100
D246 Brief commanders, first sergeants, or other agency personnel on human relations or EOT programs or policies	100
H442 Advise commanders on results of EOT complaint clarifications reports and social actions' recommendations	86
A123 Proofread correspondence, forms, reports, or studies	86
H491 Review AF Forms 1587 (EOT Complaint Summary)	86
H494 Review commanders' actions on reports of EOT	86

**TABLE A9**  
**SOCIAL ACTIONS MANAGERS**  
**(STG40)**

Group Size: 12  
Percent of Survey Sample: 3  
Average Number of Tasks Performed: 130  
Average Time in Present Job: 28 months  
Percent DAFSC: 734X0A - 17  
734X0B - 25  
73499/00 - 34  
737X - 25

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
A123 Proofread correspondence, forms, reports, or studies	100
A70 Draft or write memoranda for record (MFRs)	100
A133 Review incoming distribution	100
A74 Draft or write point, position, or talking papers	92
A38 Conduct social actions-related meetings, conferences, or working groups	92
A113 Participate in social actions-related meetings, conferences, or working groups	92
A56 Develop agenda for meetings, conferences, or working groups	92
A83 Draft or write supplements to USAF directives	83
A69 Draft or write MAJCOM directives	83
A61 Develop program plans or schedules	83
A132 Review correspondence, reports, or studies for content	83
A15 Approve or disapprove point, position, or talking papers	83
A138 Review responses to congressional inquiries	75
B157 Coordinate assignment of personnel with personnel managers	58
B156 Coordinate allocation of manning with manpower personnel	58